

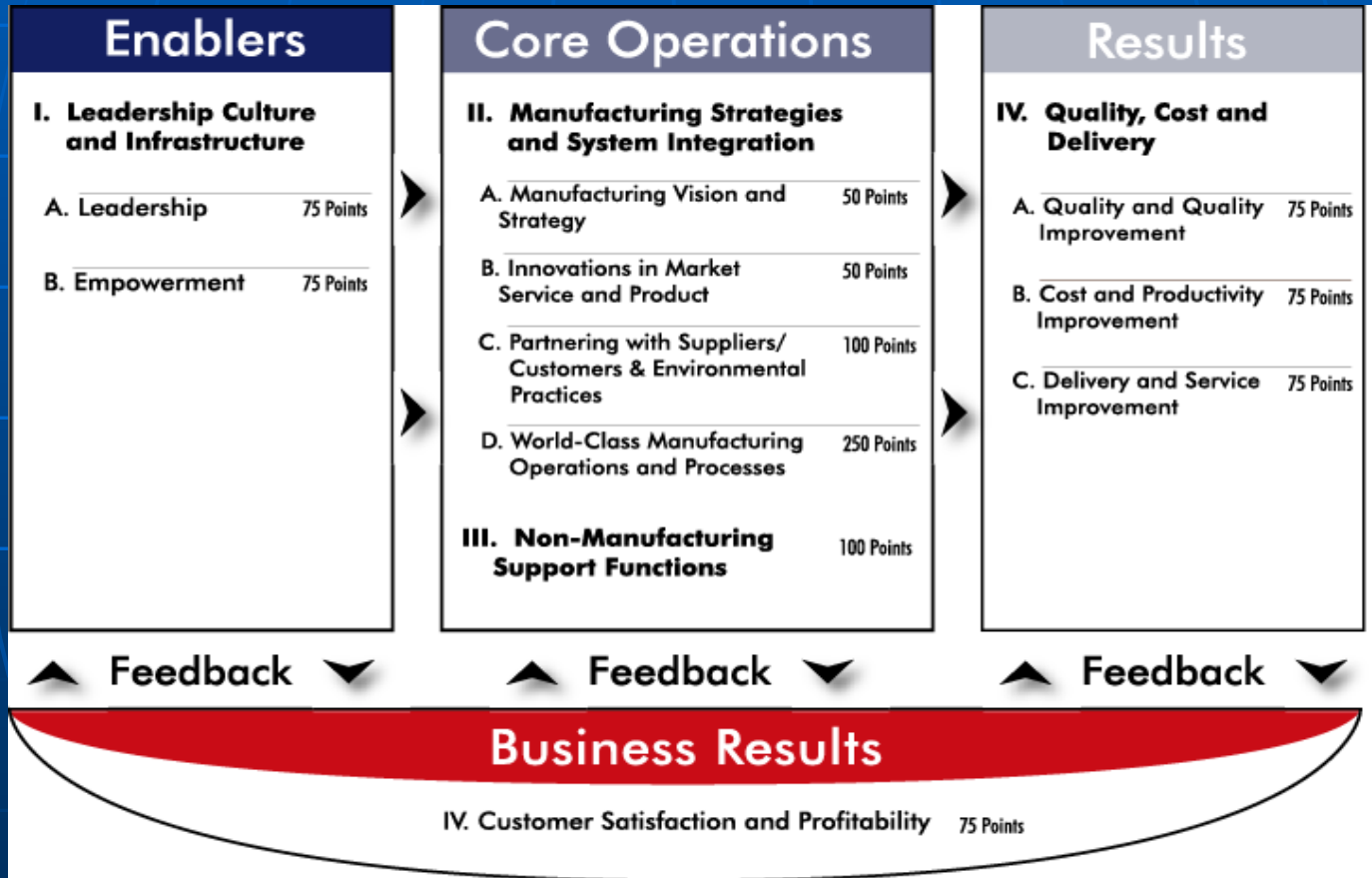
Lean Certification

Professional Development
&
Recognition



by Bandy Cook

Shingo Prize Model



Shingo Prize – Public Sector

- Hill F-16 CCIP
 - Flow Days: from 147 to 122
 - Inventory: from 21 planes to 10
 - Annual savings: \$3.5M
- Hill Pylon Line
 - Flow Days: from 146 to 18
 - Inventory: from 65 to 17



Shingo Prize – Public Sector

- Tinker C-35 Tanker Line
 - Flow Days: 427 to 205
 - Inventory Days: 297 to 14
- Warner Robbins F-15
 - Flow Days: 52 to 28
 - Inventory: 34% reduction
- Warner Robbins C-5
 - Flow Days: 280 – 234
 - Savings: \$25M



Shingo Prize – Public Sector

- Red River HMMV
 - Flow Days: 40 to 10
 - Annual Savings: \$30M
 - Output: 0.5 units/day to 30 units/day
- Letterkenny HMMV
 - Flow Days: 76 to 26
 - Output: 1 unit day to 19 units/day

Shingo Prize – Public Sector

- Lessons Learned
 - Significant improvement can be achieved through major operational restructuring
 - Top down change management can be effective under the threat of closure and the pressures of war (burning platforms)

Conclusions

- The most common low scoring area is “Empowerment”
- Improvement cannot sustain without employee involvement
- Lean Training and Development are key

Today's Agenda

- Lean Certification Partnership
- Lean Certification Overview
- Benefits: Individual & Company
- Development Timeline
- Power of Volunteers



Lean Certification Partnership



- Purpose: Develop a universally recognized professional credential that:
 - Differentiates levels of Lean knowledge and competency
 - Provides a standard methodology for measuring Lean knowledge and accomplishment
 - Focuses development on the next generation of Lean professionals
 - Facilitate members and constituents to develop a program to align lean practices



Lean Certification Overview

- Industry-led
- Rigorous and Comprehensive
- Measuring Competence & Effectiveness
- Career Progression



Lean Certification Program

- **Lean Bronze Certification** – tactical
- **Lean Silver Certification** – integrative
- **Lean Gold Certification** – strategic

**OH GROW UP...
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Lean Certification Level 1

Bronze



Lean Bronze Certification

- Candidates have:
 - 4 years experience (lean, industry, academic study)
 - 80 hours of training
 - Solid understanding of lean principles and tools
 - Ability for tactical implementation that drives improvements and shows results

Continued...



Lean Bronze Certification

- Bronze exam
 - Receive a “Recognition of Lean Knowledge” certificate once passed
 - 3 years to complete portfolio requirements
- Portfolio:
 - 5 Lean projects (Participate)
 - Reflection on their portfolio
- Valid for 3 years (36 months); renewable.



Lean Certification Level 2

Silver



Lean Silver Certification

Candidates have:

- Significant professional experience and experience as a lean project leader on value stream transformations.
- 6 years experience (lean, industry, academic study)
- 160 hours of training
- Progressed in knowledge and responsibility to a senior employee and/or team leader.
- Experience mentoring and/or coaching individuals or teams.



Lean Silver Certification

- All Bronze-level requirements.
- Silver-level exam
- Portfolio:
 - 3 tactical Lean projects (Lead)
 - 2 value stream transformations
 - Mentoring/coaching report
 - Portfolio reflection
- Valid for 3 years (36 months); renewable.



Lean Certification Level 3

Gold



Lean Gold Certification

Candidates have:

- An understanding of lean transformation across an entire enterprise.
- 8 years experience (lean, industry, academic study)
- 200 hours of training
- Influence and authority over assets, processes and people.
- Lead ongoing business transformations to a lean model.

Continued...



Lean Gold Certification

- All Silver-level requirements
- All Bronze-level requirements
- Gold-level exam

Continued....



Lean Gold Certification

Portfolio:

- 1 tactical project
- 2 value stream transformations
- 2 strategic (business transformation) projects that include at least 2 of these classic value streams of:
 - new product development
 - order through delivery
 - supply chain
 - administrative functions

Continued...



Lean Gold Certification

Portfolio (cont'd)

- 1 mentoring/coaching report
- Portfolio reflection
- Interview (In person)
- Valid for 3 years (36 months); renewable.



Lean Certification: The Steps

- Apply
- Written Exam
- Experience Portfolio
 - Including Mentoring/Coaching Requirements at Silver & Gold
- Interview (Gold)



Certification Steps



Partners in Assessment and Recognition

- Companies
- Universities
- Manufacturing Extension Programs



Organizations Supporting Development

as of 08/07/2006

3M Canada-London • Accelerator • Advanced Integrated Manufacturing Center • Affeldt & Associates Consulting • Alabama Technology Network-Gadsden • Alexandria Technical College • Alion Science & Technology • AME • Anderson & Associates • Auburn University • AutoZone Inc • BAE Systems Electronics & Integrated Solutions • BBMS Inc • Better Enterprise Solutions Corp • Blackberry & Cross • BMA Inc. • The Boeing Co • Cardone Industries • Cascade Engineering • Caterpillar • Center for Quality Excellence- International Rectifier • CMC • CMTC • Corning Inc • Daimler Chrysler • Die PM Co • dj Orthopedics • Eastern Michigan Univ • Engineering & Technology Division, Curricula Development and Support Center, Defense Acquisition University • ESCM • Eveready Battery Co Inc • Federal-Mogul • FedEx Supply Chain Institute • Ferguson And Associates • Ford Motor Co • G Corp • General Motors Corp • General Motors Corp • Goodrich Aerospace-Landing Gear • Greater Boston Manufacturing Partnership • Harding & Associates • Hearth & Home Technologies • High Performance Manufacturing Consortium • Hollinger Consulting • IES - NC State University • Kaizen Institute-Africa • Kennametal • L.E Borden Company • Latham International • Lean Enterprise Institute • Lean Enterprise Institute • Lean Learning Center • Levinson Productivity Systems P.C. • Manex • Master Solutions LLC • Minnesota State University, Mankato • Moffitt Assoc • Montana Manufacturing Extension Center • Navistar International • Neilsen Manufacturing • Neovista Consulting LLC • NIACC - Lean Implementation & Training, Economic Development • North Carolina State University • Northwood University • OMEP • Omnova Solutions Inc • Orbital Sciences Corp • Parker Hannifin - IHD • Parker Hannifin - Mobile Climate Systems Division • Passion Enterprises • Pawley Institute, Oakland University • Precision Castparts Corp • Productivity Centers International • Profero Inc • Progressive Edge • ProSol LLC • Randolph Air Force Base, Transformation Office • Sherwood Harsco • Shingo Prize • Siegel-Robert, Inc • Sipes Manufacturing Co • SME • Smead Manufacturing Co • South Dakota State University • Steelcase • Stewart & Stevenson, TVS • Takata • TCStoner Corporate Services • Technicolor • TEGAM, Inc. • TEiM • Texas Manufacturing Assistance Center • Textron Automotive Co Inc • The Cumberland Group • The DJC Group • Tigerpoly Mfg • TIPE Inc • Total Systems Development Inc • Traex-A Libbey Foodservice Company • United States Air Force, Tyndall Air Force Base • University of Kentucky Center for Manufacturing • University of Memphis • Visual Workplace • Wild Dimensions • Wyle Laboratories • Zimmer Holdings



Q & A

